

Report from Chief Administrative Officer dated July 18, 2005 titled Los Angeles Homeless Services Authority (LAHSA) Contract Management Issue (Related to Yaroslavsky motion 9.2.1 & 9.2.2)

Report dated September 8, 2005 titled Report on County Clerical Needs (Related to Burke motion 9.4)

Report from Chief Administrative Officer dated October 13, 2005 titled Options for more effective administration of Homeless Services and Programs (June 20, 2005 motion)  
Report (Related to Yaroslavsky motion 9.2.1 & 9.2.2)



County of Los Angeles  
**CHIEF ADMINISTRATIVE OFFICE**

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DAVID E. JANSSEN  
Chief Administrative Officer

Violet Varona  
Lokens  
Board of Supervisors  
GLORIA MOLINA  
First District

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Second District

ZEV YAROSLAVSKY  
Third District

DON KNABE  
Fourth District

MICHAEL D. ANTONOVICH  
Fifth District

July 18, 2005

To: Supervisor Gloria Molina, Chair  
Supervisor Yvonne B. Burke  
Supervisor Zev Yaroslavsky  
Supervisor Don Knabe  
Supervisor Michael D. Antonovich

From: David E. Janssen  
Chief Administrative Officer

**LOS ANGELES HOMELESS SERVICES AUTHORITY (LAHSA) CONTRACT MANAGEMENT ISSUE**

A joint County of Los Angeles and City of Los Angeles staff meeting was convened on June 29, 2005, to discuss your Board's motion of June 20, 2005, directing funding and actions to increase the number of year-round homeless shelter beds in Los Angeles County. The focus of the meeting turned to LAHSA when the City representatives raised concerns regarding the state of LAHSA's fiscal and contract management. Specifically, the City Housing Director indicated that a number of LAHSA contractors alleged that LAHSA was not executing contracts in a timely fashion and was also significantly tardy in paying contractors' invoices for services. As a result of this information, the County and City representatives agreed to send a joint audit team to LAHSA to investigate the current fiscal condition and contract administration.

The County and City auditors will issue their joint findings on July 19, 2005; the findings confirm many of the contractors' allegations and provide a summary and recommendations relative to the fiscal and contract management problems at LAHSA.

In response to the joint audit, Deputy Mayor Bud Ovrom and I have taken the following steps to stabilize and resolve the fiscal and contract management at LAHSA:

- We strongly agree that keeping shelter beds open and available is of the utmost importance; and, therefore, direct communication with the LAHSA contractors will be initiated on July 19, 2005, to advise the contractors of the County and City actions. In addition, a meeting and/or survey will be subsequently conducted to ascertain the

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fiscal status of each contractor so that appropriate actions needed to keep contractors viable can be determined.

- We have designated Carlos Jackson, Executive Director, Los Angeles County Community Development Commission (CDC)/Housing Authority, and Mercedes Marquez, General Manager of the Los Angeles City Housing Department as the administrative oversight team to oversee corrective actions at LAHSA and provide ongoing input to your Board, Mayor Antonio Villaraigosa, and the Los Angeles City Council.
- CDC and the City Housing Department will jointly loan key fiscal and contract specialist staff to assist LAHSA in correcting current problems and establishing revised financial and contracting systems which include appropriate accountability and reporting mechanisms that will permit the County and City to maintain ongoing checks on the fiscal and contractual status of LAHSA.
- The County and City on-loan staff team will work with Thompson, Cobb, Bazilio, and Associates, a management and fiscal consulting firm retained by LAHSA, effective July 19, 2005, to provide fiscal and accounting services and assist in developing system changes as necessary.
- The time line for instituting the corrective action plan and incorporating process changes is three months.

If you have any questions regarding this matter, please contact me or your staff may contact Lari Sheehan of my staff at (213) 893-2477.

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c:     Executive Officer, Board of Supervisors  
         County Counsel  
         Auditor-Controller



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CHIEF ADMINISTRATIVE  
OFFICE



July 19, 2005

The Honorable Antonio Villaraigosa  
Mayor, City of Los Angeles  
Room 303, City Hall  
200 North Spring Street  
Los Angeles, CA 90012

The Honorable Gloria Molina  
Chair, County Board of Supervisors  
500 West Temple Street, #856  
Los Angeles, CA 90012

Dear Mayor Villaraigosa and Supervisor Molina:

City and County officials have raised concerns regarding Los Angeles Homeless Services Authority's (LAHSA) current fiscal condition and contract administration. LAHSA subcontractors have reported significant delays in receiving payments for services, which could jeopardize their ability to continue providing services. In addition, City and County departments who provide funding to LAHSA have noted delays in contract execution and problems with LAHSA's grant claiming process. As a result of these concerns, the General Manager of the Los Angeles City Housing Department and the County Chief Administrative Officer requested a joint City/County assessment of LAHSA's fiscal operations.

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### Assessment Results and Recommendations

LAHSA has a number of significant fiscal issues including the inability to pay subcontractors timely; inconsistent and untimely billings to available grant sources; and inadequate monthly and year-end financial reporting. LAHSA currently owes more than \$5 million to its service providers (64% of which is more than 30 days past due), but has less than \$700,000 in its bank account. While LAHSA recently submitted \$4.6 million in funding requests to its grantors, the agency did not submit these requests timely. These serious accounting problems have created cash flow issues for many of LAHSA's subcontractors, and raise the question of whether LAHSA can continue as the fiscal agent for publicly funded homeless services.

LAHSA management needs to take immediate action to address the Agency's billing and collection issues discussed in the attached report. LAHSA management needs to develop an appropriate allocation method for administrative costs; work with the City, County and grantors to evaluate ways to improve the Agency's contract administration functions to ensure timely execution of grants and contracts; and hire a qualified Chief Financial Officer.

Honorable Antonio R. Villaraigosa  
Honorable Gloria Molina  
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## Review of Report

This report was discussed with LAHSA management on July 12, 2005. LAHSA management agrees with our report and has already begun to make changes and implement our recommendations. For example, LAHSA management met with representatives from Thompson, Cobb, Bazilio, and Associates (TCBA) on July 11, 2005. The consulting firm will provide LAHSA with a formal proposal indicating how they will address LAHSA's fiscal and contracting issues. LAHSA management will concurrently begin the recruitment process for a new Chief Financial Officer. LAHSA will submit a detailed corrective action plan to your offices within 30 days of the issuance of this report.

We thank LAHSA management and staff for their cooperation and assistance during our review. City Controller and County Auditor-Controller staff will be available to meet with LAHSA and the consultants to discuss our recommendations and provide financial advice as necessary.

Sincerely,

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LAURA N. CHICK  
City Controller

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J. TYLER McCUALEY  
County Auditor-Controller

cc: Honorable Members of the Los Angeles City Council  
Honorable Rockard J. Delgadillo, City Attorney  
Honorable Yvonne B. Burke, Supervisor, Second District  
Honorable Zev Yaroslavsky, Supervisor, Third District  
Honorable Don Knabe, Supervisor, Fourth District  
Honorable Michael D. Antonovich, Supervisor, Fifth District  
Marcus Allen, Deputy Chief of Staff, Mayor's Office  
Robert Ovrom, Deputy Mayor  
Community and Economic Development  
William T. Fujioka, City Administrative Officer  
Mercedes Marques, General Manager, City of Los Angeles Housing Department  
DeWitt Roberts, Chief Deputy Controller, City Controller's Office  
David Janssen, County Chief Administrative Officer  
Raymond G. Fortner, County Counsel  
Carlos Jackson, Community Development Commission  
William G. Vasquez, Director, Office of Community Planning and Development,  
U.S. Department of Housing and Urban Development  
Owen Newcomer, Chair, LAHSA Commission  
Sarah Dusseault, Vice Chair, LAHSA Commission  
Mitchell Netburn, Executive Director, Los Angeles Homeless Services Authority

**Assessment of Current Fiscal Operations of the  
Los Angeles Homeless Services Authority (LAHSA)**

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**Background**

The Los Angeles Homeless Services Authority (LAHSA) was created in December 1993 as a Joint Powers Authority through an agreement between the City and County of Los Angeles. LAHSA is an independent unit of local government created to address the problems of homelessness on a regional basis. LAHSA's mission is to support, create and sustain solutions to homelessness by providing leadership, advocacy, planning and management of program funding. LAHSA is governed by a ten-member Commission, five of whom are appointed by the Mayor with the approval of City Council; and one by each of the five members of the County Board of Supervisors. The Commission sets policy and approves all contract and funding decisions for LAHSA's direct and sub-contracted operations. The Executive Director is supported by seven directors, and leads a staff of 65.

The scope and responsibility of LAHSA has grown tremendously. Starting with an initial budget of \$5 million to support five small programs, LAHSA now manages up to \$50 million annually<sup>1</sup>. LAHSA operates two direct programs; the countywide emergency response and homeless family outreach teams, and administers approximately 200 programs through subcontracts with nonprofit agencies. As the regional coordinating agency for homeless services, LAHSA is also responsible for:

- consolidated planning and advocacy;
- coordination and linkages between programs;
- prioritization of projects for public funding;
- measurement of program effectiveness through analysis of performance outcomes and implementation of a countywide homeless management information system;
- ensuring compliance with applicable laws and regulations through fiscal and programmatic monitoring of subcontracted operations.

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On June 29, 2005, City and County officials held a joint meeting to discuss additional funding/revenue sources for shelter services and governance of homeless services and administration. During the meeting, several concerns were raised regarding LAHSA's contract and fiscal performance. Some homeless shelter contractors reported to City officials that they were experiencing significant delays with contract execution and invoice payment from LAHSA. The Mayor's office and the County Chief Administrative Officer requested that a joint City-County review be conducted as soon as possible. The City Controller and County Auditor-Controller dedicated staff to perform an initial assessment.

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<sup>1</sup> Attachment 1 presents 2005-06 budgeted sources and uses of LAHSA's funds.

**Assessment of LAHSA's Fiscal Operations**  
**July 19, 2005**

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**LAHSA's Fiscal History**

When LAHSA was originally created, the County of Los Angeles served as the agency's fiscal agent. All funds were held on deposit in the County treasury, and financial transactions were recorded on both LAHSA's and the County Auditor-Controller's accounting systems. LAHSA and the County Auditor-Controller worked together to allow LAHSA to attain fiscal autonomy from the County to maximize efficiency and effectiveness of both organizations. Under the direction of a new CFO, with assistance and oversight by County Auditor-Controller and other County departments, the City and County revised the Joint Powers Agreement giving LAHSA fiscal autonomy from the County in February 2001.

At that time, LAHSA's fiscal controls and procedures were functioning well. The automated accounting system was fully implemented, monthly financial statements were presented to the Commission on a regular basis, audits were up-to-date, there were no outstanding findings, controls and procedures were followed, and subcontractor invoices were processed timely.

**Purpose and Scope**

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The purpose of the assessment, which was conducted over a one-week period, was to provide an overview of LAHSA's current fiscal problems along with specific recommended actions to correct them. Our assessment consisted of interviews with LAHSA management and staff, and a review of relevant records and documents.

**Assessment Results**

LAHSA has a number of significant fiscal issues that must be corrected immediately if LAHSA is to continue as the fiscal agent for publicly-funded homeless services. These issues include the inability to pay subcontractor invoices timely; inconsistent, and untimely billing to available grant sources; and inadequate monthly and year-end financial reporting which has prevented LAHSA from completing required audits.

As of July 8, 2005, LAHSA owes more than \$5 million to its subcontractor service providers (64% of which is more than 30 days past due), but has less than \$700,000 in its bank account. Although LAHSA has submitted \$4.6 million in funding requests to its grantors, the agency did not submit these requests timely to the City and County because of severe accounting problems. These accounting problems have created cash flow issues for many of LAHSA's subcontractors, and raise the question of whether LAHSA can continue to effectively manage its fiscal operations.

LAHSA management indicated there are several reasons for the current fiscal problems, including staff vacancies; lack of adequate direction and oversight by management; an increase in the number and restrictions of funding sources; more

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complicated billing procedures; an increase in the number of LAHSA programs funded by multiple grants; and the need for additional fiscal staff to handle the new programs and funding source restrictions.

The details of these and other significant issues are discussed below.

**1. *LAHSA does not have procedures in place to claim grant funds and pay its subcontractors timely***

As noted earlier, LAHSA owes more than \$5 million to its subcontractor service providers, and has less than \$700,000 in its bank account. While \$4.6 million in funding requests have recently been submitted to grantors, LAHSA has not been able to timely claim all grant funds available through the City and County because of severe accounting problems.

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Specifically, many of LAHSA's contracts with service providers are funded by more than one source (e.g., State and Federal funds). These multi-funded contracts require LAHSA to be able to allocate costs billed by the service providers among the various funding agencies, and ensure compliance with each funding agency's requirements. LAHSA does not have procedures in place to adequately budget and report expenditures for its multi-funded subcontracted programs. As a result:

- LAHSA is unable to process and pay invoices from service providers timely because LAHSA staff do not know which grants to charge for multi-funded programs.
- LAHSA cannot claim funds from its funding sources until the Agency has invoices to support the claimed amounts. Grants must be billed based on actual charges incurred and billed by subcontractors. Failure to claim timely has resulted in cash flow problems and delayed payments to subcontractor, service providers. To allow LAHSA to make some payments to service providers, LAHSA has been using funds from other, unrelated grants to pay subcontractor expenditures when those grants cannot be billed. Federal regulations prohibit this practice. Claim cuts will result unless these errors are corrected. This matter is discussed in the next section of this report.
- LAHSA is unable to close its books for the fiscal years (FY) ended June 30, 2004 and 2005. Staff stated that many of the program expenditures incurred and invoiced by subcontractors were entered into the accounting system, but were coded to the wrong grant(s). These errors need to be corrected before LAHSA can close its books for these FYs.

**Recommended Actions:**

Assessment of LAHSA's Fiscal Operations  
July 19, 2005

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- (a) For the prior year(s) grants and subcontracts, LAHSA needs to reconcile the expenditures, billings and receipts for multi-funded programs and ensure that the grants are appropriately charged and closed out.
  - (b) LAHSA should separately identify and allocate subcontractors' budgets for each funding source upon contract execution for multi-funded programs. Subcontractors must bill in accordance with their budgets and LAHSA must record actual expenditures/billings for each funding source and program as they process invoices for payment.
2. *LAHSA does not have mechanisms in place to adequately distribute its administrative costs to grant programs.*

The lack of an appropriate method to allocate administrative costs has also contributed to LAHSA's inaccurate accounting information. For example, staff stated that they have not recorded payroll transactions for the three most recent payroll periods. This again is due to staffs' uncertainty over which grants to charge and has limited LAHSA's ability to bill their administrative costs.

In addition, LAHSA is unable to close prior-year grants because administrative costs were not appropriately allocated. This has resulted in funding overages/shortages for those grants. Staff stated that they record year-end adjustments to the accounting records in order to meet grant budgets. This practice is generally prohibited by grantors and could result in audit exceptions requiring funding to be returned to grantors.

LAHSA fiscal staff also indicated that they intended to bill their administrative costs for the current FY (2005-06) by requiring all employees to code their timecards to specific grants based on the grants' budgets, not the actual time/costs. Staff indicated this approach would be easier than having to continually make adjustments to meet grant budgets. We informed staff that charging grants based on budgets is specifically prohibited by federal cost regulations (OMB Circular A-87).

**Recommended Actions:**

- (a) LAHSA must develop a new cost allocation methodology to properly distribute administrative costs to grants in accordance with federal cost principles and grant requirements.
- (b) LAHSA should review prior administrative expenditures billed to the agency's funding sources. LAHSA should then negotiate with

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grantors to adjust charges and revise contract budgets in order to close out prior year grants.

3. *LAHSA is not executing contracts with its funding agencies and subcontractors timely.*

Direct programs operated by LAHSA include the Countywide Emergency Response and Family Outreach Programs. The remainder of LAHSA's programs are operated through a number of subcontracts with nonprofit agencies throughout the community, and are funded by a variety of sources (City, County, etc.).

City-Funded Subcontracts

The City of Los Angeles' Housing Department recently voiced concern over the timeliness of LAHSA's contract execution. Specifically, all 17 of LAHSA's FY 2005-06 ESG and CDBG contracts (April 1 start date) with the City that provide funding to LAHSA have been executed. However, LAHSA has not finalized all of its contracts with its subcontractors who provide services under these City-funded contracts. Specifically, only eight of LAHSA's 46 subcontracts with agencies that provide services under City-funded contracts were executed as of June 30, 2005. LAHSA indicated that the remaining 38 contracts have been given to the subcontractors for their approval/signature. LAHSA noted that they did not receive the 17 completed contracts from the City until May 25, 2005, and did not have the authority to enter into its subcontracts until after that date.

County-Funded Subcontracts

The County's Community Development Commission (CDC) stated that all four of its FY 2005-06 contracts (July 1 start date) with LAHSA that provide County funding for LAHSA's programs had not been executed as of July 5, 2005. LAHSA staff indicated they are currently reviewing the contracts and they expect to finalize them within the next week. As a result, LAHSA subcontracts for programs to be paid by County funds have not yet been executed.

HUD Funded Subcontracts

The majority of LAHSA's subcontracts are funded directly through the federal Department of Housing and Urban Development (HUD) Supportive Housing Program (SHP). Each SHP contract must first be negotiated with HUD, and then with LAHSA and the subcontract service provider. Several providers have complained about lengthy delays in executing their SHP contracts. LAHSA management indicated that it typically takes an average of two months to receive an executed grant agreement from HUD, although extremely complex

## Assessment of LAHSA's Fiscal Operations

July 19, 2005

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projects may take significantly longer. However, our limited assessment did not determine the cause of these delays, including which agencies may be responsible.

### Recommended Action:

LAHSA management should work with the City, County and other grantors to evaluate ways to improve the Agency's contract administration functions to ensure timely execution of grants and contracts.

4. *LAHSA does not have capable financial leadership with sufficient expertise to address and correct the problems.*

A primary cause of LAHSA's fiscal problems was the inadequate oversight by management, including failure on the part of the prior CFO to revise and update fiscal procedures to accommodate the growing needs of LAHSA. In addition, it appears that most of the knowledge base regarding LAHSA's overall fiscal operations was lost when the CFO resigned in May 2005.

During our assessment, we noted that staff could not always answer our questions or provide requested data. While it appears that most fiscal staff are knowledgeable in completing their assigned tasks (i.e., approve and pay invoices), they are unclear as to how these tasks fit into LAHSA's overall operations. LAHSA management noted that two of their 11 budgeted fiscal positions are vacant, and that only three of the nine existing staff have more than one year's experience at LAHSA.

It is clear that LAHSA needs capable financial leadership to direct staff on how to address the critical issues facing the agency. This is imperative to ensure the ongoing stability and integrity of LAHSA's financial operations.

### Recommended Actions:

- (a) LAHSA must hire a qualified CFO to ensure the agency's fiscal operations are appropriate and in compliance with all applicable laws and regulations.
- (b) LAHSA's new CFO should assess the organizational structure of the agency's fiscal department, including the functions and qualifications of all staff to ensure LAHSA has the capacity to function effectively.

**LOS ANGELES HOMELESS SERVICES AUTHORITY  
FISCAL YEAR 2005-06**

SOURCES:**DRAFT**

City of Los Angeles			
LAHD: General Funds allocation	4,600,000		
LAHD: Emergency Shelter Grant Program	3,270,215		
LAHD: Community Development Block Grant	9,276,462		
<i>Total funds passed thru City contracts:</i>	<b>17,146,677</b>	35.3%	
County of Los Angeles			
CSS: General Funds	4,005,000		
CDC: Emergency Shelter Grant Program	1,326,590		
CDC: Community Development Block Grant Program	285,000		
CDC: Independent Living Program	2,139,386		
DPSS: CalWORKS Families Project	1,900,000		
DPSS: Outreach Project	750,000		
<i>Total funds passed through County contracts:</i>	<b>10,405,976</b>	21.4%	
State of California			
Emergency Housing and Assistance Program		146,136	0.3%
Direct Federal funding			
HUD: Supportive Housing Program	20,128,395		
FEMA: Emergency Food & Shelter Program	785,905		
<i>Total funding received directly from federal sources:</i>	<b>20,914,300</b>	43.0%	
<b>TOTAL SOURCES:</b>	<b>48,613,089</b>	100.0%	

USES:**DRAFT**

LAHSA Direct Programs	669,151	1.4%
LAHSA Administration	3,765,040	7.7%
Sub-Contracted Programs	44,178,898	90.9%
<b>TOTAL USES:</b>	<b>48,613,089</b>	100.0%

Note: amounts and categories taken from LAHSA's FY 2005-06 Budget, adopted by LAHSA Commission on June 24, 2005.



# COUNTY OF LOS ANGELES

## DEPARTMENT OF HUMAN RESOURCES

### HEADQUARTERS

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MICHAEL J. HENRY  
DIRECTOR OF PERSONNEL

September 8, 2005

To: Each Supervisor  
*[Handwritten signature]*

From: Michael J. Henry  
Director of Personnel

Subject: **REPORT ON COUNTY CLERICAL NEEDS**

On June 20, 2005, your Board, on a motion by Supervisor Burke, directed the Director of Personnel to address the County-wide shortage of clerical staff, including deployment, recruitment and retention and the continuing need for clerical support at the Department of Children and Family Services (DCFS).

Recruitment for County-wide classifications, such as clerical, are typically conducted centrally by the Department of Human Resources (DHR). DHR has been very active in the recruitment and examining of clerical positions, and work closely with departments on their clerical needs. When clerical positions are open for filing the job bulletins are sent to a wide variety of organizations including: minority, schools, community-based, libraries, other governmental jurisdictions, employment development offices, etc. Additionally, bulletins are made available at job fairs attended by the Department and are posted on the DHR website.

Our recruitment efforts have proven to be very successful as evidenced by the large volume of applications we received during the past year for the examination of the Intermediate Clerk (IC) – Light Typing, Intermediate Clerk, and Intermediate Typist Clerk (ITC). These three examinations resulted in approximately 10,000 applicants, and there are currently over 2,000 eligible candidates available on these lists. To assist candidates in passing the written test for these examinations, the DHR website has study guides available, as well as an Interactive Online Test Preparation System.

We have provided DCFS with eligible lists to fill their remaining clerical vacancies, which are primarily in the North County area. Additionally, we have offered to assist them in contacting candidates on the eligible clerical lists. DCFS has been actively contacting these candidates.

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September 8, 2005  
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Additionally, to address departments' specific clerical needs, specialty clerical exams have been conducted. The Department of Health Services (DHS) is currently conducting the ITC and IC examinations for the Harbor-UCLA Medical Center and the Martin Luther King/Drew Medical Center. We have worked with DHS-HR to assure a wide dissemination of these bulletin announcements. DHR is also conducting a specialty exam for Intermediate Clerk/Nursing Unit Clerk, which addresses needs in the hospitals.

To ensure a continuing availability of qualified candidates, we reopened the Typist Clerk and Intermediate Typist Clerk examinations on September 6, 2005. We will continue to assist departments in filling their clerical vacancies.

If you have any questions, please contact me or Susan Toy Stern, Chief Deputy Director at (213) 974-2631.

MJH:STS  
NA:smh

c: Chief Administrative Officer  
County Counsel  
Executive Officer, Board of Supervisors  
Director, Department of Children and Family Services  
Director, Department of Health Services

g)clerical.1



County of Los Angeles  
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DAVID E. JANSSEN  
Chief Administrative Officer

**REVISED  
ATTACHMENT INCLUDED**

October 13, 2005

Board of Supervisors  
GLORIA MOLINA  
First District

YVONNE B. BURKE  
Second District

ZEV YAROSLAVSKY  
Third District

DON KNABE  
Fourth District

MICHAEL D. ANTONOVICH  
Fifth District

To: Supervisor Gloria Molina, Chair  
Supervisor Yvonne B. Burke  
Supervisor Zev Yaroslavsky  
Supervisor Don Knabe  
Supervisor Michael D. Antonovich

From: *Lori Shellenby*  
David E. Janssen  
Chief Administrative Officer

**OPTIONS FOR MORE EFFECTIVE ADMINISTRATION OF HOMELESS SERVICES  
AND PROGRAMS (JUNE 20, 2005 MOTION) REPORT**

On June 20, 2005, your Board appropriated funds for emergency shelters and operations and directed my office to work with the Community Development Commission (CDC) to research and evaluate dedicated revenue sources for homeless programs; and to work with CDC, the Auditor-Controller, County Counsel, and the City of Los Angeles to develop options for more effective administration of homeless services and programs in Los Angeles County. We provided your Board with a 60-day report in response to your request on August 25, 2005. This provides you with an update as to where we are today.

**Los Angeles Homeless Services Authority (LAHSA) Fiscal/Contract Operations  
Assessment Update**

The following identifies activities and or updates to the information included in our August 25, 2005 report:

- The LAHSA Commission unanimously approved the creation of the Finance, Contracts, and Grants Management Committee. The following four LAHSA Commissioners sit on this Committee: Larry Adamson, Chair; Veronica Brooks; Sarah Dusseault; and Ruth Schwartz. The Committee convened its first meeting in early August 2005, and continues to meet twice monthly in an effort to address the recommendations put forth in the July 19, 2005, joint City/County report entitled, "Assessment of Current Fiscal Operations of the Los Angeles Homeless Services Authority."

- County, City, and LAHSA representatives continue to meet regularly with the U.S. Department of Housing and Urban Development to keep them apprised of the progress to date, and to seek their guidance and input to ensure that the proposed methodologies utilized to resolve outstanding issues meet their standards.
- CDC has revised its process for issuing Independent Living Program (ILP) funds to LAHSA for pass-through to contract providers. The revision mandates LAHSA to provide CDC with extensive documentation related to the payment requests in addition to the contract provider's invoices. This revision of the process is seen as a way to better monitor ILP dollars and to ensure that funds are being utilized as intended.
- A Request for Proposals (RFP) has been issued to replace Tarzana Treatment Center ILP beds; the final date for filing proposals is October 24, 2005. The maximum amount of the RFP is \$371,000 and will serve to provide Emergency and Transitional shelter beds for emancipating foster youth.

### **Governance Structures**

Governance structures across the country were researched by staff of my Service Integration Branch. The research indicates that many jurisdictions have established governance structures in response to the Federal government's goal to end homelessness (ten-year plan to end homelessness). In order for the governance to be successful, however, it is important that the structure be responsive to local needs and conditions, as well as the Federal goals. Given the fact that local needs may change over time, it is also important to ensure that the governance structure is reviewed from time to time to test its relevance to local conditions. A synopsis of the research is contained in the attached matrix. Some key findings of the research are as follows:

- Governance structures utilized by jurisdictions across the country are based on a regional approach/involvement.
- A key component for most of the governance structures is the use of an oversight body with representation from both elected and appointed officials of government agencies (state, county, and city), community-based organizations, faith-based organizations, homeless advocates, current and former homeless persons, economic and community development experts, law enforcement, and educational institutions.

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- Many jurisdictions' governance structures have a sub-committee component; the sub-committees function under the larger oversight body. Examples of the sub-committees are: executive vested with operational capacity, funding, discharge planning, permanent supportive housing, mainstream supportive services (health, mental health, substance abuse), and job training/employment.

Operational Issues Related to Governance:

- One California county, Contra Costa, has created an Office of Homeless Programs under their Health Services Department. This Office provides staff support to the County's Homeless Inter-Jurisdictional/Inter-Departmental Work Group.
- Several jurisdictions are in the process of developing Homeless Management Information Systems to provide an electronic system of navigating homeless and housing services.

If you have any questions or need additional information, please contact me, or your staff may contact Lari Sheehan at (213) 893-2477, or lsheehan@cao.co.la.ca.us.

DEJ:LS  
MDC

Attachment

c: Raymond G. Fortner, Jr., County Counsel  
J. Tyler McCauley, Auditor-Controller  
Bryce Yokomizo, Director, Department of Public Social Services  
Carlos Jackson, Executive Director, Community Development Commission  
Deputy Mayor Bud Ovrum, City of Los Angeles  
Mercedes Marquez, General Manager, City Housing Department  
Mitchell Netburn, Executive Director, Los Angeles Homeless Services Authority  
Members, Los Angeles Homeless Services Authority

## OVERVIEW OF CHRONIC HOMELESSNESS INITIATIVES

The United States Interagency Council on Homelessness (ICH) developed a template for creating a Ten-Year Plan to End Chronic Homelessness. The following 23 government entities (except for San Diego) present a plan on the ICH Web site ([www.ich.gov](http://www.ich.gov)). The matrix briefly provides an overview of each entity's governance structure to implement the plan, as well as highlights of the plan's goals and strategies. The first column includes the writer of the report if shown in the plan. Eight plans that provide more specific strategic planning and action steps are indicated with a check mark.

Government Entity	Governance Structure	Highlights of Action Plan/10-Year Plan Goals
<b>Anchorage, Alaska</b>	<p>Five member Oversight Board appointed by Mayor to track progress and implementation of the Mayor's Task Force on Homelessness. Task Force consisted of 24 members appointed by the Mayor to represent various sectors of the community. The community sectors represented were: homeless individuals; local, state, and Federal governments; educational institutions; social service providers; neighborhoods; businesses; law enforcement; communities of faith; health care; and funders. Task Force was formed as a subcommittee of the existing Housing and Neighborhood Development Commission, and is staffed by the Division of Community Development, Office of Economic and Community Development.</p>	<p>Plan includes short- and long-term action steps with performance measures (table provided in plan).</p> <p>Action steps:</p> <ol style="list-style-type: none"> <li>1. Community/neighborhood impact.</li> <li>2. Seamless community approach to service delivery and analysis.</li> <li>3. Funding.</li> <li>4. Social service/case management.</li> <li>5. Housing production and preservation.</li> <li>6. Subsidized housing.</li> </ol>
<b>Asheville, North Carolina</b>	<p>Asheville City Council and the Buncombe County Commission formed a steering committee, in which 33 local business, non-profit, and government leaders developed a Ten-Year Plan to End Homelessness. City and County staff provided support.</p> <p>Charlotte Caplan, Community Development</p>	<p>Goals:</p> <ol style="list-style-type: none"> <li>1. Reduce the number of people who become homeless.</li> <li>2. Increase the number of homeless people placed into permanent housing.</li> <li>3. Decrease the length and disruption of homeless episodes.</li> <li>4. Provide community-based service and supports that prevent homelessness before it happens and diminish opportunities for homelessness to recur.</li> </ol> <p>Strategies:</p> <ol style="list-style-type: none"> <li>1. Designating a lead entity.</li> <li>2. Developing the infrastructure – Homeless Management Information System (HMIS).</li> <li>3. Prevention.</li> <li>4. Housing First.</li> <li>5. Housing Plus.</li> </ol>
<b>Atlanta, Georgia</b>	<p>Mayor Shirley Franklin asked the United Way of Atlanta to establish a Commission on Homelessness. The 16-member Commission includes private and public sector leaders and experts to develop a plan to end homelessness. More than 90 individuals representing 64 organizations participated in one or more of 18 work group sessions. The <i>Blueprint</i> recommends a public authority to implement the plan.</p> <p>✓ Deloitte Consulting, United Way</p>	<p>Detailed action plan provides recommendations to specific issues. Each issue and related projects, partners, purpose, action steps, and measurable outcomes are described. Best practices are also provided. A timeframe to meet goals and budget allocations are presented.</p> <p>Strategies:</p> <ol style="list-style-type: none"> <li>1. Prevention.</li> <li>2. Outreach/intake/assessment.</li> <li>3. Emergency shelter.</li> <li>4. Transitional housing.</li> <li>5. Permanent support.</li> <li>6. Support services.</li> <li>7. Permanent affordable housing.</li> <li>8. Systems strategies.</li> </ol>
<b>Chattanooga, Tennessee</b>	<p>The Chattanooga Regional Interagency Council on Homelessness will integrate the Chattanooga region's many effective, but often isolated, service and housing programs for</p>	<p>Organized, detailed plan with specific outcomes/goals. Emphasis on coordination, systems change.</p>

<p>✓</p> <p>homeless people into a coordinated system of homeless services and housing. The Council includes government, nonprofit and faith-based agencies serving homeless people to collaborate on a comprehensive regional response to homelessness. The Council will improve data collection and analysis, establish service standards, measure program performance, coordinate case management, and establish annual numerical targets for the reduction of homelessness.</p>	<p>Goals:</p> <ol style="list-style-type: none"> <li>1. Reduce the number of people who become homeless.</li> <li>2. Increase the number of homeless people placed into permanent housing.</li> <li>3. Decrease the length and disruption of homeless episodes.</li> <li>4. Provide community-based services and supports that prevent homelessness before it happens and diminish opportunities for homelessness to recur.</li> </ol> <p>Strategies:</p> <ol style="list-style-type: none"> <li>1. Expand permanent housing opportunities.</li> <li>2. Increase access to services and supports.</li> <li>3. Prevent homelessness.</li> <li>4. Develop a mechanism for planning and coordination.</li> </ol> <p><b>City of Chicago</b></p> <p>Chicago Continuum of Care is a consortium of community organizations, private and public, not-for-profit and for-profit entities.</p> <p><b>Columbus, Ohio</b></p> <p>Franklin County and Columbus Continuum of Care Steering Committee includes representation from public and nonprofit agencies.</p> <p><b>Contra Costa County, CA</b></p> <p>Homelessness Inter-Jurisdictional Work Group (HJJIDWG) with support of County Office of Homeless Programs within the Health Service Department will implement this Ten-Year Plan. The group will create the Annual Implementation Blueprint, oversee development of HMIS, and work with the Continuum of Care Advisory Board to oversee the development of public education and fundraising campaigns designed to enhance understanding of homelessness.</p> <p><b>Denver, Colorado</b></p> <p>Mayor Hickenlooper formed the Denver Commission to End Homelessness with representatives from social service and government agencies, neighborhood associations, businesses, and people who are homeless. The Commission is led by the Denver Department of Human Services (DDHS) and meets every six months, four subcommittees meet more frequently: Implementation Team, Evaluation Team, Fund Raising Team, Oversight Committee (includes DDHS, Denver Office of Economic Development, Executive Director of the Denver Commission on Homelessness and other Commission members and agency staff).</p>
	<p><b>Goals:</b></p> <ol style="list-style-type: none"> <li>1. Prevention.</li> <li>2. Housing First.</li> <li>3. Wraparound services.</li> </ol> <p><b>Strategies:</b></p> <ol style="list-style-type: none"> <li>1. Prevention for each goal, the action steps, participating organizations, target dates, and mainstream resources (funding).</li> <li>2. Intervention.</li> <li>3. Infrastructure.</li> <li>4. Manage for results.</li> <li>5. Other.</li> </ol> <p><b>Goals:</b></p> <ol style="list-style-type: none"> <li>1. Prevention.</li> <li>2. Intervention.</li> <li>3. Infrastructure.</li> <li>4. Manage for results.</li> <li>5. Other.</li> </ol> <p><b>Goals:</b></p> <ol style="list-style-type: none"> <li>1. Housing First.</li> <li>2. Wraparound services.</li> <li>3. Employment.</li> <li>4. Link chronically homeless to housing, treatment, and services.</li> <li>5. Prevent homelessness.</li> </ol> <p><b>Goals:</b></p> <ol style="list-style-type: none"> <li>1. Permanent and transitional housing.</li> <li>2. Shelter system.</li> <li>3. Prevention.</li> <li>4. Services.</li> <li>5. Public safety and outreach.</li> <li>6. Education, training, and employment.</li> <li>7. Community awareness and coordinated responses.</li> <li>8. Zoning, urban design, and land use.</li> </ol>

<p><b>Indianapolis, Indiana</b></p> <p>Mayor Peterson designated a subcommittee of the Housing Task Force to develop the Blueprint to End Homelessness. Consultants, work teams, and project teams of local providers participated. Report recommends implementation group to include: city government, the Indianapolis Housing Agency, other local and state officials, philanthropies, and other community leaders. Those involved in the Blueprint process have concluded that responsibility for the implementation of the Blueprint should reside with Coalition for Homelessness Intervention and Prevention (CHIP).</p>	<p>CHIP is a nonprofit organization that provides information to an extensive network of provider agencies and others; acts as an information source on homelessness and housing issues; collects information regarding the needs and demographics of the homeless population, available resources, and examples of effective self-sufficiency programs; acts as a partner in community planning efforts related to the various service needs of homeless persons and those at risk of becoming homeless; assists in resource development; and acts as a broker of partnerships among various community planning efforts, working committees, and networking sessions.</p>	<p>The Maricopa Association of Governments coordinates the activities of the Regional Continuum of Care Committee on Homelessness. The Committee is organized into five subcommittees and includes community members, organizations (public, private), and providers. The Planning and Finance Subcommittees develop recommendations for the Committee. Three other groups are: Application Ad Hoc Group, Gaps Analysis Ad Hoc Group, and HMIS Advisory Group.</p>	<p>City of Memphis Mayor Herenton and Shelby County Mayor Rout jointly appointed the Mayors' Task Force on Homelessness in July 2001. Task Force is designated entity for planning and facilitating implementation of a more comprehensive, more highly coordinated system of services and housing options to break the cycle of homelessness. The Mayors' Task Force on Homelessness, co-chaired by Robert Lipscomb, Director of the City's Division of Housing and Community Development and the Memphis Housing Authority, and Peggy Edmiston, Director of Shelby County's Community Services, consists of senior-level public and private policymakers, grantmakers, directors of vital mainstream programs for disadvantaged people, and representatives of providers of services to homeless people, the faith community, and business leaders. Numerous providers of services to homeless and other disadvantaged people participated in focus groups and working groups to form recommendations for addressing the structural issues and individual risk factors that contribute to homelessness.</p>	<p>The plan mentions a 211 system to coordinate services. Cost estimates and broad recommendations are provided in the action plan.</p> <p>Strategies:</p> <ol style="list-style-type: none"> <li>1. Addressing housing needs.</li> <li>2. Preventing homelessness.</li> <li>3. Accessing and coordinating housing and services.</li> <li>4. Enhancing services.</li> <li>5. Coordination of services for special populations.</li> </ol> <p>The plan presents a gap analysis to assess unmet need and four strategies are discussed.</p> <p>Strategies:</p> <ol style="list-style-type: none"> <li>1. Increase funding.</li> <li>2. Prevent homelessness.</li> <li>3. Remove barriers to accessing services (includes system change).</li> <li>4. Improve data collection and outcomes.</li> </ol> <p>Memphis/Shelby County's planning process for developing the Continuum of Care system has earned a best practice award from the U.S. Department of Housing and Urban Development (HUD). This Blueprint, which builds on, yet goes beyond the Continuum of Care planning process, represents this community's movement to the next level.</p> <p>Goals:</p> <ol style="list-style-type: none"> <li>1. Maximize Use of Mainstream Programs by Homeless and Precariously Housed People and Providers of Services</li> <li>2. Increase Efficiency and Coordination of Service Delivery Among Service Provider Organizations.</li> <li>3. Fill Gaps in Services and Housing Options for Chronically Homeless Individuals with Mental Illness and/or Chemical Dependencies.</li> <li>4. Improve/Increase Efforts to Prevent Homelessness.</li> <li>5. Improve Coordination and Increase Involvement of the Faith Community in Developing More Comprehensive and Effective Measures to Break the Cycle of Homelessness and Prevent Future Homelessness.</li> <li>6. Leverage the Expertise and Resources of the Business/Corporate Community.</li> <li>7. Address Remaining Structural Barriers to Breaking Homelessness and Preventing Future Homelessness.</li> </ol>
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<p><b>Mercer County, New Jersey</b></p> <p><a href="http://www.merceralliance.org">www.merceralliance.org</a>  (609) 989-9417  Dennis Micai,  Alliance Chairman and Director  of the Mercer County Board of  Social Services</p>	<p>The Mercer Alliance to End Homelessness (The Alliance) is a collaboration of government agencies, nonprofit organizations, elected officials, corporations, congregations, community groups, and individuals who have come together to create comprehensive strategies to end homelessness.</p> <p>Each committee (see short-term goals) will be responsible for the implementation and oversight of its respective goals, which will be determined at the start of each new year. Details of each committee's goals, the steps they will take to achieve them, and the persons responsible for oversight are included in the report.</p>	<p>Long-term goals:</p> <ol style="list-style-type: none"> <li>1. Preventing homelessness or "closing the front door" by providing a financial safety net to protect those who have housing, but are in danger of losing it. Equally necessary is ensuring that government institutions do not discharge people into homelessness.</li> <li>2. Housing First or "opening the back door" by coordinating provider systems so that people who become homeless move into safe, affordable, and permanent housing as soon as possible.</li> <li>3. "Building a foundation" by actively working with other groups to promote truly affordable housing, decent wages, and/or increasing income and work supports, and ensuring case management, treatment options and access to government and private services.</li> </ol> <p>Short-term goals and actions: The goals are divided into five focus areas that align with respective committees.</p> <ol style="list-style-type: none"> <li>1. Making safe and affordable housing available and ending poverty in communities.</li> <li>2. Establishing a seamless safety net.</li> <li>3. Developing and implementing income strategies.</li> <li>4. Implementing discharge planning.</li> <li>5. Raising public awareness of the issues.</li> </ol>
<p><b>Nashville, Tennessee</b></p> <p>Management Solutions Group</p>	<p>Mayor Purcell appointed a 26 member task force to develop Nashville's ten-year plan that will meet the Federal government's goal to end chronic homelessness. Members include advocates for the homeless, representatives of the faith community, downtown property owners, government officials, business, and political leaders. The task force divided the planning into four work groups: Housing, Health, Economic Stability, and Systems Coordination.</p>	<p>Each of the four work group sections includes gaps and barriers, best practices, and recommendations in the plan.</p> <p>Current and past efforts in Nashville to impact chronic homelessness, as well as recommended goals for the ten-year, plan are included. Next steps include engaging more community representatives and adding action steps. Funding strategies, estimated costs, gap analysis, recommendations, and outcome measures are included.</p> <p>Strategy aims to:</p> <ol style="list-style-type: none"> <li>1. Overcome street homelessness.</li> <li>2. Prevent homelessness.</li> <li>3. Coordinate discharge planning.</li> <li>4. Coordinate city services and benefits.</li> <li>5. Minimize disruptions to families whose homelessness cannot be prevented.</li> <li>6. Minimize duration of homelessness.</li> <li>7. Shift resources into preferred solutions.</li> <li>8. Provide resources for vulnerable populations to access and afford housing.</li> <li>9. Measure progress, evaluate success, and invest in continuous improvement</li> </ol>
<p><b>New York, New York</b></p> <p>Uniting for Solutions Beyond Shelter planning committee, call (212) 361-8000 or E-mail <a href="mailto:Planningcommittee@dhs.nyc.gov">Planningcommittee@dhs.nyc.gov</a></p>	<p>Mayor Bloomberg convened a group of public, private, and nonprofit leaders to develop a ten-year, multi-sector strategy to address homelessness concerns and strengthen the city's response. A 41-member coordinating committee, as well as hundreds of task force participants and experts, convened from November 2003 through April 2004 to produce a nine-point strategy. Following the release of this plan, a full implementation strategy will be developed. This will identify responsible authorities for each task, as well as a work plan with timeframes. The strategy will include targets and milestones, which will gauge progress in achieving the following key indicators (see next column).</p>	<p>The city's 311 number is linked to services for the homeless:</p> <ol style="list-style-type: none"> <li>1) 24-hour Mobile Street Outreach is available to help someone in need on the street; 2) Emergency Sheller Hotline is the resource for emergency shelter; and 3) DHS' Office of Client Advocacy is utilized for those currently receiving services and need assistance.</li> </ol> <p>Key Indicators:</p> <ol style="list-style-type: none"> <li>1. Decrease the number of individuals living on city streets.</li> <li>2. Decrease the number of people who need shelter through prevention efforts.</li> <li>3. Increase the number of people leaving shelter for permanent housing.</li> <li>4. Decrease the time that individuals and families remain in shelter.</li> <li>5. Decrease the total number of people in shelters.</li> <li>6. Increase the supply of affordable, service-enriched, and supportive housing.</li> </ol> <p>A table shows each of nine action steps with tasks, participating organizations, and outcomes.</p>
<p><b>Portland, Oregon</b></p>	<p>Housing Commissioner on Portland City Council established, with the endorsement from the Chair of Multnomah County, the</p>	

<p>Citizens Commission on Homelessness (CCOH). This body was comprised of elected officials, business and community leaders, neighborhood association chairs, and persons experiencing homelessness. CCOH was intentionally set up without representation of government or nonprofit agency staff to allow for an external process that would help develop broad community support for a plan.</p> <p>A second planning body was established to continue the necessary coordination and planning with nonprofit agencies and multiple parties with interests in homelessness. The Plan to End Homelessness Coordinating Committee (PTEHCC) represents a different constituency of nonprofit agencies, "mainstream" agencies, such as County Community Justice, health and mental health departments, and the Housing Authority of Portland serving homeless people, representatives from other planning bodies, and homeless and formerly homeless people.</p>	<p>In an effort to increase coordination and support systems change across the silos of the four homeless systems (adult, youth, domestic violence and family systems), eight new work groups were established across functions of the continuum of homeless services. Some will continue to oversee ongoing planning and implementation work while others completed their charge. Eight work groups:</p> <ol style="list-style-type: none"> <li>1. Discharge Planning.</li> <li>2. Short-term Rent Assistance.</li> <li>3. Chronic Homelessness.</li> <li>4. Outreach and Engagement.</li> <li>5. Facility-Based Transitional Housing.</li> <li>6. Consumer Feedback.</li> <li>7. Shelter and Access.</li> <li>8. Bridges to Housing.</li> </ol>	<p>In addition to these work groups, many others contributed to the Ten-Year Plan to End Homelessness, including: Housing and Community Development Commission (HCDC); Population-Specific Planning Groups; Policy Advice on Services; Commission on Children, Families, and Community (CCFC); Regional Blue Ribbon Committee on Housing Resource Development; Special Needs Committee; and Poverty Reduction Framework.</p> <p>An evaluation consultant has contributed to the plan and included information on data gathering. Goals, actions steps, and outcomes are shown for each critical area toward ending homelessness. Budget information is also provided.</p> <p>Critical areas:</p> <ol style="list-style-type: none"> <li>1. Prevention and discharge planning.</li> <li>2. Data gathering.</li> <li>3. Affordable supportive housing.</li> <li>4. Supportive services.</li> <li>5. Self-sufficiency through job/vocational training and job placement.</li> <li>6. Cost-benefit analysis.</li> <li>7. Political will.</li> </ol>	<p>This plan focuses on building partnerships within communities and empowering residents to participate in planning and implementation. Information on cost estimates, benchmarks, and overall team structure is shown in the plan.</p> <p>Goals:</p> <ol style="list-style-type: none"> <li>1. Prevent homelessness from happening in the first place.</li> <li>2. Engage individuals who are the most reluctant to accept help, connecting or reconnecting them to needed housing, health and behavioral health care, and social services.</li> <li>3. Housing, employment/education, and supportive services for people who are homeless or at risk of homelessness.</li> <li>4. To gain or regain a life in the community, individuals need to become</li> </ol>
<p><b>Quincy, Massachusetts</b></p> <p>Tatjana Meschede, Ph.D., Senior Research Associate at CSP</p>	<p>Quincy Leadership Council on Chronic Homelessness Quincy Weymouth Continuum of Care, designated by HUD, joined together with the Leadership Committee to create this ten-year plan. The plan identifies the critical areas and action steps necessary toward ending chronic homelessness. The Leadership Committee will continue to meet quarterly throughout the next ten years to ensure the implementation and success to end homelessness in Quincy. The Leadership Committee is comprised of community leaders from the private and public sectors.</p>	<p>The City of Raleigh, Wake County, Wake Continuum of Care, and Triangle United Way formed a Planning Team to develop Ending Homelessness: The Ten-Year Action Plan. A Steering Committee of business, faith, academia, and service representatives provided ongoing guidance. To ensure broad-based community participation, the Partnership (Planning Team plus Steering Committee) held five public forums attended by more than 150 people each, conducted six focus groups with people who are homeless, and convened eight community leadership forums. In addition, two additional initiatives will have an impact on homelessness in the near future: HMIS and</p>	<p>The City of Raleigh, Wake County, Wake Continuum of Care, and Triangle United Way formed a Planning Team to develop Ending Homelessness: The Ten-Year Action Plan. A Steering Committee of business, faith, academia, and service representatives provided ongoing guidance. To ensure broad-based community participation, the Partnership (Planning Team plus Steering Committee) held five public forums attended by more than 150 people each, conducted six focus groups with people who are homeless, and convened eight community leadership forums. In addition, two additional initiatives will have an impact on homelessness in the near future: HMIS and</p>
<p><b>Raleigh, North Carolina</b></p> <p>✓</p> <p>Anne Lezak ADL Consulting</p> <p>Susan Milstrey Wells Researcher/Writer</p>			

Healing Place for Women and Children.	<p>The Leadership Council will provide guidance and objective perspectives to the many efforts being undertaken. Leadership Council membership will include human services, education, business, government, and citizen leaders as well as consumers. The Leadership Council will offer the Action Plan Work Group insight as to direction, new efforts needed, and will serve as a base of community support. This group will meet quarterly to ensure that goals, objectives, and strategies of the Ending Homelessness Action Plan are being met. At least one meeting per year will serve as a public forum for the community at large. These annual forums will provide the Leadership Council, the Action Plan Work Group, and the Action Teams an opportunity to update the community on plan actions and to reaffirm community direction and support as the Action Plan evolves and new strategies are adopted.</p>	<p>5. Educate the community about the problems of people who are homeless and effective strategies to address their needs.</p> <p>Objectives with Strategies (includes benchmarks):</p> <ol style="list-style-type: none"> <li>1. Prevention.</li> <li>2. Engagement.</li> <li>3. Housing.</li> <li>4. Employment/Education.</li> <li>5. Services and Supports.</li> </ol>
	<p>Five Community Partnership Action Teams will each address one of the five key Action Plan objectives, will develop and refine actions and strategies for implementation, and will serve as liaisons to the agencies, groups, and individuals that will carry out the action steps. Working members of these teams will represent a cross-section of organizations, interest groups, and individuals who will "own," develop, and carry out parts of the plan with unique insight from a variety of community perspectives. Teams will meet regularly to ensure that actions and strategies are being formulated and carried out effectively and in coordination with one another. A leader from each of the five action teams will serve on the Action Plan Work Group.</p>	<p>A Regional Homeless Snapshot was published in July 2003. The report discusses implementation of a Regional HMIS. Through enhanced collaboration, service delivery and data collection capabilities, the San Diego Regional Task Force on the Homeless aims to create a more integrated approach across the region. The software application ServicePoint records and manages client data.</p>
	<p><b>San Diego, California</b> Deborah Lester and John Theilen Regional Task Force on the Homeless</p> <p>Regional Task Force meets monthly, with a board of 35 members and various committees representing the City and County of San Diego, the United Way, local jurisdictions, business and community improvement groups, homeless service providers, and homeless advocates from throughout the region. A seven member Steering Committee reviews the Task Force work plan. It is the mission of the Task Force to work toward a countywide system of services. Task Force is implementing a standardized data collection system for tracking homeless clients and developing policies, plans, resources, and programs for reducing homelessness.</p>	<p>Former Board of Supervisors President Angela Alioto, Chair of a diverse, nonpartisan working group was appointed by Mayor Newsom to lead the Ten Year Planning Council. Several committees were involved with planning; Finance Committee; Prevention and Discharge Planning Committee; Mainstream Health and Employment Committee; Outreach, Assessment and Behavioral Health Committee; and Permanent Supportive Housing Committee. More than 785 individuals representing over 400 organizations participated in one or more of these 85 meetings, and provided valuable contributions of information, funding, meeting space, and time. The San Francisco Foundation provided fiscal sponsorship of the Council's work, and contributed accounting services to facilitate payment of expenses.</p>
	<p><b>San Francisco, California</b> A writing committee, lead by Barbara Meskunas, met for several weeks to organize the committee recommendations. The writing committee included Council members Mike DeNunzio, Fred Martin, Ann Marks, Paul Boden, Dr. Francis Figney, and Chair Angela Alioto. Lauren Hall of the Corporation for Supportive Housing also contributed.</p>	<p>Much of the plan discusses current services and supports in place, and the number receiving services. Specific recommendations are provided with outcomes measures. For each goal, actions steps, responsible organizations, and target dates are included.</p> <p>Goals:</p> <ol style="list-style-type: none"> <li>1. Permanent housing.</li> <li>2. Prevention.</li> <li>3. Housing – Direct access program.</li> <li>4. Emergency shelters – ensure access for people with special needs.</li> <li>5. Integrated services (access substance abuse services).</li> <li>6. Integrated services (Treatment on Demand recommendations).</li> <li>7. Integrated services – Medi-Cal and SSI advocacy.</li> </ol>
	<p><b>Scranton/Lackawanna County, PA</b></p>	<p>The Scranton/Lackawanna County Ten Year Plan to End Chronic Homelessness is supported by the City of Scranton, Mayor Chris Doherty and Lackawanna County through the Office of Human Services (John Nalevanko). Many agencies and individuals have had an active part as well as many homeless and formerly homeless assisted in planning.</p>

	<p>housing the homeless, provide service needed for people to get and maintain housing, support efforts to create wages, and benefits to allow households to pay for basic expenses, especially housing.</p>
<b>Washington, D.C.</b>	<p>The Interagency Council will create cross-systems strategies within D.C. government to end homelessness and publish an annual report on the plan's progress. A new homeless policy planning group co-chaired by deputy mayors responsible for the city's health and human services agencies (the Office of the Deputy Mayor for Children, Youth, Families and Elders or ODMCYFE) and its housing, economic development, and planning agencies will participate. The Focus Group engaged a broad spectrum of city and business leaders, homeless providers and advocates, and homeless people in planning discussions. Subcommittees of the Focus Group produced comprehensive recommendations, including: replacing wornout shelters with new facilities; developing new interagency approaches to delivering wraparound mainstream services; and creating new public and private financing tools to underwrite an increase in the stock of permanent affordable housing for the homeless and low-income households at risk of becoming homeless. An additional committee also delivered recommendations for reforming the legal framework of homeless services.</p>
<b>State of Maine</b>  Written by Michael R. DeVos, Chairperson	<p>The Subcabinet on Homelessness oversees efforts and consists of one member from the Maine State Housing Authority (MSHA), Department of Corrections (DOC), Department of Behavioral and Development Services (DBDS), and Department of Health Services (DHS). Twelve members of the Interagency Task Force on Homelessness partnered with the Subcabinet to develop a State Action Plan to End Homelessness. The Task Force coordinates information, identifies gaps in delivery services, reviews and monitors plans. The 12 members of the Senior Staff Committee to End Homelessness report to the Subcabinet. In addition to these groups from state government offices, an Advisory Council includes members from nonprofits and the Local Homeless Working Group includes constituent groups.</p>
<b>State of Minnesota</b>	<p>The Minnesota Legislature, at the request of Governor Pawlenty, directed the State Commissioners of Human Services, Corrections, and Housing Finance to convene a broad representative working group to address the issue of homelessness in Minnesota. The Working Group consisted of 30 members representing counties, state agencies, the Federal government, philanthropic organizations, local housing and redevelopment authorities, nonprofit organizations, faith-based organizations, developers, and business interests. Approximately 200 other stakeholders, representing 100 organizations, provided valuable input. In addition, a number of less formal meetings with service providers, local governments, developers, architects, contractors, property owners and landlords, and persons currently experiencing homelessness provided valuable input into the process. Finally, a committed group of knowledgeable state agency and department staff from Human Services, Corrections, Housing Finance, Employment</p>

<p>The Need: Provide housing with support service opportunities to 4,000 additional households.</p>	<p><b>The Strategy:</b> <b>Cost effective reforms for providing housing and support services.</b></p> <p>A long-term homeless director without new bureaucracy is recommended to coordinate implementation of the business plan. The director should report to the Commissioners of Human Services, Housing, Finance, and Corrections. In addition, and also within existing resources, the Department of Human Services intends to offer technical assistance for service planning for housing with support service projects. A broadly representative advisory body like the Working Group should be established to assist in implementation of the business plan and track progress. The state agencies also should continue their work to develop creative funding strategies that allow a more natural "system" to develop to provide for the development of supportive housing.</p>	<p>The state's business plan provides a needs assessment and gap analysis.</p> <p>Goals (aligned with 5 committees):</p> <ol style="list-style-type: none"> <li>1. Discharge Planning – Representatives from service agencies and those working with prisoners, mentally ill, foster children, and medical hospitals, will establish statewide guidelines and coordinate efforts to reduce the flow into homelessness. On a national level, this is referred to as "closing the front door." Three subcommittees have been established to develop detailed measurable action plans to place those released from prisons and jails, mental health institutions and hospitals, and those aging out of foster care and Juvenile Justice Services in permanent supportive housing.</li> <li>2. Affordable Housing – Representatives from financial institutions, housing authorities, developers, providers, and planners who will develop statewide guidelines and measurable actions for the identification, placement, funding, and construction of affordable housing units.</li> <li>3. Supportive Services – Representatives from homeless providers, case managers, Workforce Services, educators, researchers, legal, Veteran's Administration, Social Security Administration, and substance abuse counselors, who will identify, develop, and implement statewide best practices for comprehensive case management services.</li> <li>4. Information Systems – Agency providers, researchers, businesses, and investors who will define statewide data collection and outcome measures.</li> <li>5. Implementation Infrastructure – Representatives from the seven State Association of Governments, the League of Cities and Towns, planning commissions, mayors, county commissioners, and public officials who assist each AOG or subAOG in creating a local Homeless Coordinating Committee with the appropriate membership.</li> </ol>
	<p><b>State of Utah</b></p> <p>The Homeless Coordinating Committee for Utah (HCC) was created in 1988 by the legislature and is comprised of gubernatorially-appointed members from a consortium of community organizations, private and public, not-for-profit, and for-profit entities. The primary activities of the HCC have been the annual homeless count and allocating funds for homeless programs. The HCC has recently been refocused with new appointments and assigned responsibilities to implement this ten-year business plan. The implementation will include: a) coordinating all activities serving the homeless, b) establishing outcome measures to determine resource utilization effectiveness supported by a statewide homeless management information system, c) the establishment of funding priorities, and d) securing additional resources from the Federal government, private investors, the State, and public. With policy level members on the HCC, these actions will be done in a collaborative and integrated approach.</p>	